

8 August 1968

MEMORANDUM FOR: Director of Logistics

SUBJECT : Report of Travel

1. On 6 August 1968, the undersigned visited [redacted] in his office in New York City for the purpose of discussing his recent informal survey of this Division.

2. [redacted] reviewed his general observations concerning Printing Services Division personnel and facilities, with particular praise for [redacted]. Overall, he indicated that PSD personnel seemed extremely well qualified for the work they are doing and felt that few, if any, commercial printing firms would equal the versatility contained in our operation. While he picked up information concerning our need for several pieces of equipment (all of which already have been programmed for replacement by PSD during the next five years), he reflected a belief that the plant, in general, is quite well equipped for its many printing requirements.

3. At [redacted] request, I suggested several areas that he might desire to cover in his report and reminded him that the stated purpose of his effort was to conduct "an informal survey to cover management policies, physical plant and quality of production." Other suggested areas for coverage were:

a. The feasibility of additional commercial printing of some of our material. His reaction was that it would be infeasible for commercial firms to print our classified material because of the multitudinous administrative problems that would be involved and he felt that costs unquestionably would be prohibitive in comparison with the costs we now incur in this work.

b. A comparison of the technology employed in this plant with that of private concerns. He stated that PSD is substantially ahead of more than 90 percent of the commercial printing establishments in this country, particularly in regard to our versatility.

c. Equipment replacement schedules. He stated that the eight percent programmed by PSD annually for the replacement of worn out or obsolete equipment, for modernization of printing processes and

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for the purchase of equipment to meet new customer requirements was in his opinion insufficient. He stated that most commercial plants set up a reserve of 15 percent (of their equipment inventory value) per year for the equipment maintenance and replacement alone and that modernization programs and new printing operations were funded through normal capitalization means.

d. Warehousing of paper and other printing supplies. It is [redacted] opinion that paper storage must provide for adequate conditioning of paper for pressroom use in order to assure most efficient and economical press operations. Insofar as practicable, paper storage should be adjacent to pressrooms and paper should be in conditioned storage at least 30 days prior to use.

4. [redacted] indicated that he would attempt to cover the above subjects in his report. I suggested that he address his report to the Director of Logistics and entitle it "Informal Survey of the Printing Services Division." [redacted] asked whether I would be agreeable to reviewing a draft of his report before it is placed in final form in order to assure factual accuracy. I told him that I would be happy to do so, assuming that my superiors had no objection. I understand that he plans to clear this with Mr. Blake.

[redacted]
Chief

Printing Services Division

8-9-68 Blake ok'd draft to come to [redacted] for factual accuracy. JAS called [redacted] to talk.